

Paving the Way for the Future: The Emerging Role of the Informatics Nurse as an Organizational Leader

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Computers in Healthcare: A Rapidly Emerging Technology?



Health Information Technology at the Tipping Point

- National Initiative to create electronic medical records for all Americans in **10** years
- MarketResearch.com predicts that the U.S. market will grow about **11%** per year for the next **5** years and projects spending of more than **38** billion dollars by **2009**

The Driving Factor

- Health care organizations are moving toward EHR
- A chasm exists between IT engineering and clinical care
 - ~ clinicians work in non-sequential, multi-tasking mode using work processes that are non-linear and highly varied.
 - ~ IT engineers and programmers design using sequential, linear logical processes

What Do We Need?

- Clearly defined roles/responsibilities
 - A place at the decision making table
 - Marketing
 - Mentors
 - Graduate degrees/Certification training
 - Appropriate skill levels
 - Information technology specific education
 - Salaries commiserate with our skills
 - Professionalism
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First Some History

- ❑ 1992 Nursing Informatics (NI) first recognized as a specialty by the ANA
 - ❑ 1994 Scope of Practice for Nursing Informatics
 - ❑ 1995 Standards for Practice for Nursing Informatics
 - ❑ 2001 Revised Scope and Standards of Practice for Nursing Informatics
 - ❑ 2004 Alliance for Nursing Informatics (ANI) formed
- ~ More than 5000 nurses now identify themselves as nurse informaticists
- ~ 500 nurses now board certified as nurse informaticist
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What is a Nurse Informaticist?

A specialty that integrates nursing science, computer science, and information science to manage and communicate data, information, and knowledge in nursing practice.



Nurse Informatics Competencies

- Computer Literacy
- Information Literacy
- Web Literacy
- Identify, Collect and Record Relevant Data
- Analyze and Interpret Nursing Information
- Use Applications Designed for Nursing Practice
- Protect Privacy of Health Information

Skills Required for Success

- ❑ Patience, vision, and commitment
- ❑ Understanding of cross-disciplinary workflow processes
- ❑ The ability to articulate the work of nursing
- ❑ Strong analytical and communication skills
- ❑ Creativity and curiosity
- ❑ Openness to change
- ❑ An understanding of team dynamics
- ❑ The ability to function as a mediator, facilitator, and liaison
- ❑ An understanding of technical concepts
- ❑ Experience in patient care in the area being automated

Emerging Profession/Why Nurses?

- ❑ Nurses have a comprehensive view of the continuum of patient care .
 - ❑ Nurses understand multidisciplinary contributions
 - ❑ Nurses are trained in the “nursing process” aiding their ability to problem solve
 - ❑ Nurses are team players/expert communicators
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The Emerging Role of the Nurse Informaticist

Quote: Patti Abbott Ph.D., RN,FAAN, FACMI

"The role of nurse informaticist has grown unequivocally, for multiple reasons."

First: computer usage has become more prevalent in both schools of nursing and in health care facilities.

Second: The government has made health care informatics a priority.

Why Nurses?

Dr. David Brailer former National Health IT Coordinator:

“Nurses can help organizations figure out how to lower the perceived risks.”

“Nursing’s input is an essential component in efforts to realize the nation’s health IT goals.”

2003 survey of CIO's top 3 skills

- ❑ Effective communication
- ❑ Strategic thinking and planning
- ❑ Understanding the business of processes and operations

Technical proficiency was defined as least critical

The Secret of Successful CIOs

Quote from Healthcare Informatics 23(10), Oct. 2006

“Leading healthcare CIOs don’t just rise to the top because of luck. They do so through effective management and skilled communication.”

“CIOs need business, clinical, leadership, administrative and, most importantly, communication skills.”

The Secret (cont.)

- “Effective communication for CIOs requires mentoring and networking with colleagues.”
 - “If you are too isolated in your own issues, you lose site of things.”
 - “You need to demonstrate a passion for what you do”
 - “In successful management, passion needs to be almost contagious. It’s not how much you want to lead, it’s how much people want to follow.”
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Establishing Credibility

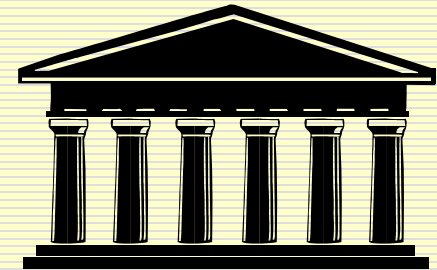
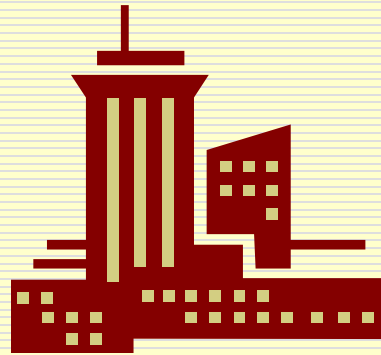
It is critical that nurse informatics leaders establish credibility with all players at the executive table

- ❑ By working with people and teams
- ❑ By motivating people around you
- ❑ By competently delivering on technology initiatives

Where Do We Work

There are 3 major areas where nurse informaticists work

- Hospitals
- Academia
- Corporations



What Roles do Nurse Informaticists Serve In?

- Facilitator
- Educator
- Project Management
- Researcher
- Policy Development
- Advisor
- Knowledge expert
- Decision Support
- CIO
- CNIO
- VPs of Clinical Informatics
- Patient Safety Expert
- Vendor Liaison



The Road From Staff Nurse to Nurse Informaticist

- ❑ Typical Road: "Hey, how would you like to work on an informatics project?"
- ❑ Emerging Road: Planned career...graduate education in nursing informatics



Role of Nurse Informaticists vs. CNO

- ❑ CNO establishes the vision for the clinical IT project
 - ❑ CNO typically has formal authority and autonomy to allocate and reallocate funds and resources as needed throughout the life of the clinical IT project
 - ❑ CNO must be engaged throughout the project
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Role of Nurse Informaticist vs. CNO

- ❑ Nurse Informaticist advises CNO in successful CIS project
 - ❑ Nurse Informaticist communicates with CNO throughout projects lifespan
 - ❑ Nurse Informaticist manages project, advises, supports, maintains accountability
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10 Definitions of Leadership

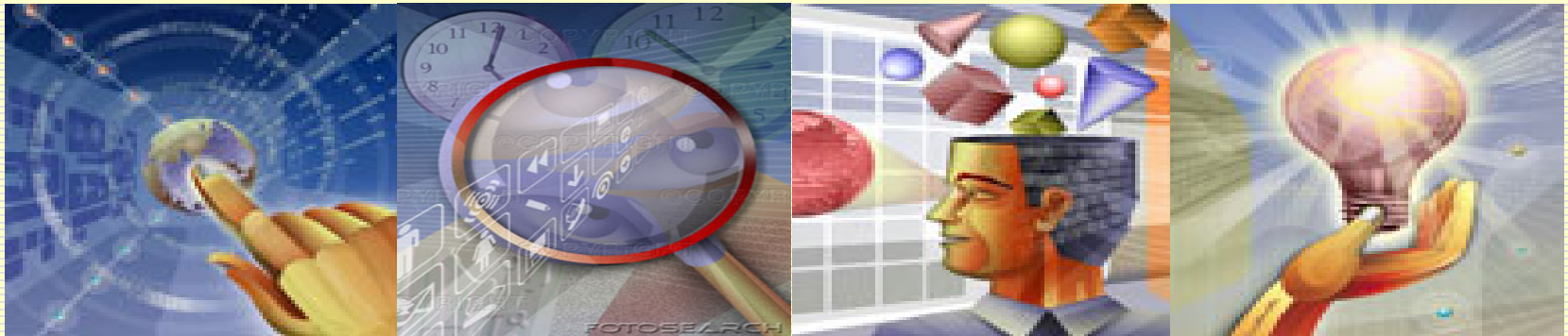
- 1.** *"My definition of a leader... is a man who can persuade people to do things they don't want to do, or to do what they are too lazy to do and like it!" Harry S. Truman*
 - 2.** *"You cannot manage men into battle. You manage things; you lead people." Admiral Grace Hopper*
 - 3.** *"The superior leader gets things done with very little motion. He imparts instruction not through many words but through a few deeds. He keeps informed about everything but interferes hardly at all. He is a catalyst, and though things would not get done well if he weren't there, when they succeed he takes no credit. And because he takes no credit, credit never leaves him." Lao Tse*
 - 4.** *"Leadership occurs when one person induces others to work toward some predetermined objectives." Massie*
 - 5.** *"Leadership is the ability of a superior to influence the behavior of a subordinate or group and persuade them to follow a particular course of action." Chester Bernard*
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10 Definitions of Leadership

6. *"Leadership is the art to of influencing and directing people in such a way that will win their obedience, confidence, respect and loyal cooperation in achieving common objectives." U.S. Air force*
 7. *"Be gentle and you can be bold; be frugal and you can be liberal; avoid putting yourself before others and you can become a leader among men." Tao Tze*
 8. *The first job of a leader is to define a vision for the organization.... Leadership of the capacity to translate vision into reality. Warren Bennis*
 9. *The ultimate test of practical leadership is the realization of intended, real change that meets people's enduring needs. James MacGregor Burns*
 10. *Managers have subordinates—leaders have followers. Murray Johannsen*
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Peter Drucker

Management is doing things right;
leadership is doing the right thing



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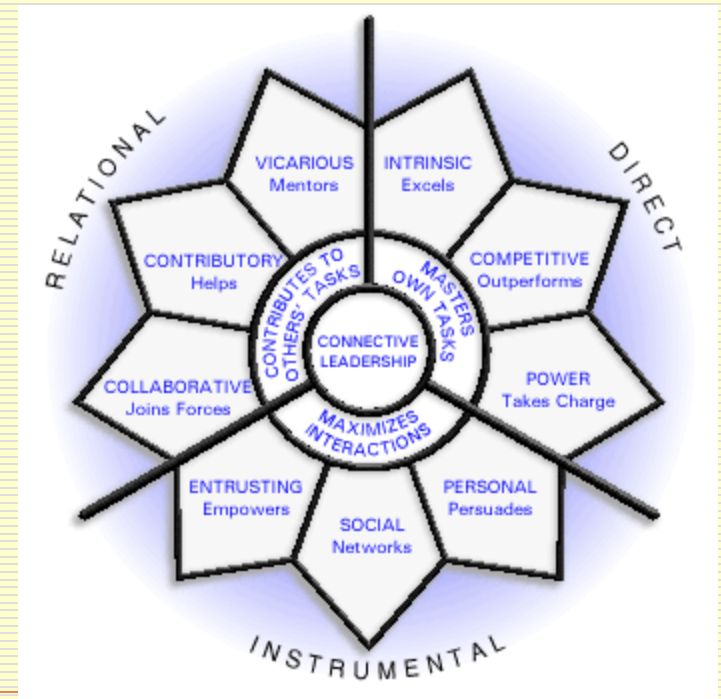
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5 Myths of Leadership

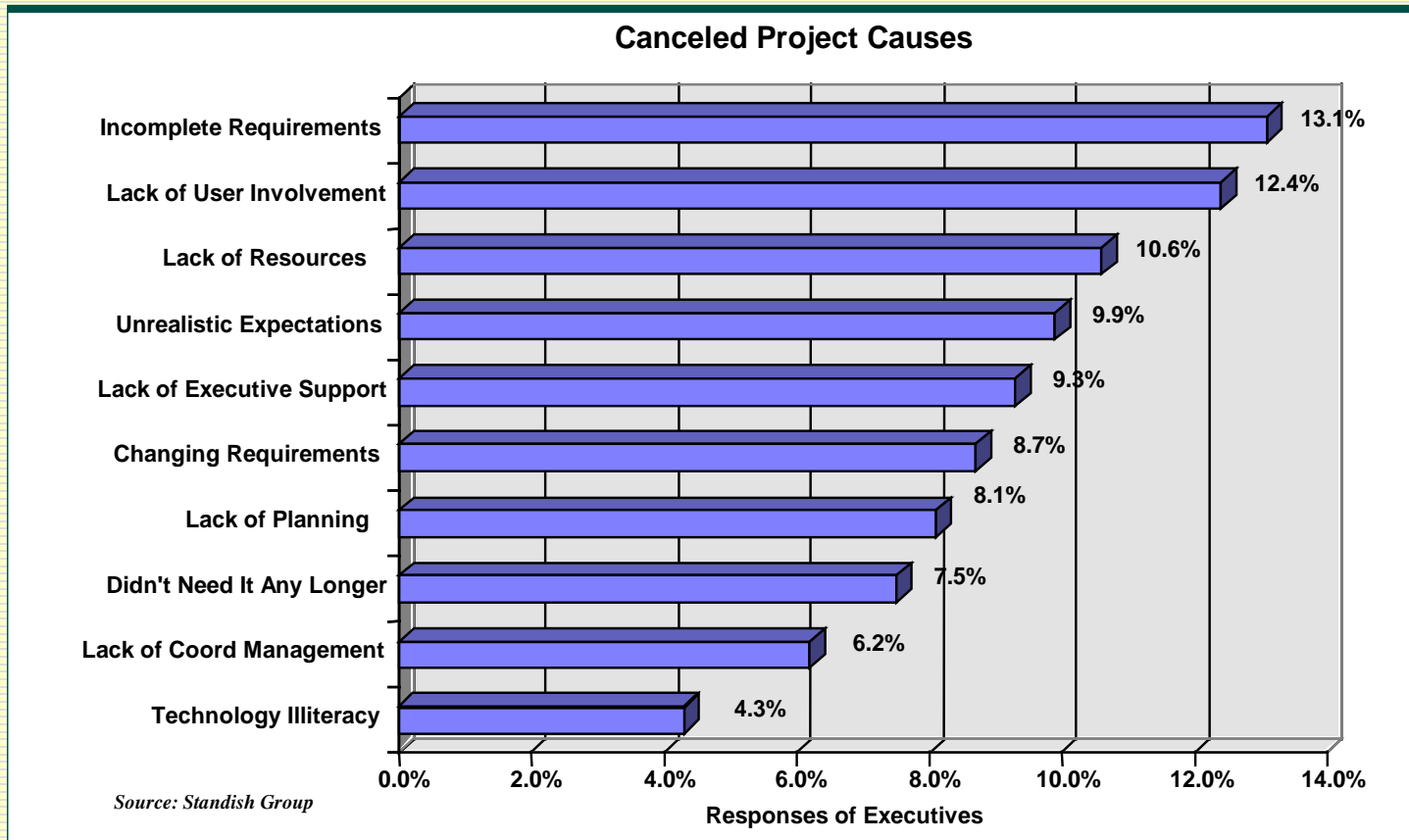
- Leadership is a rare skill
- Leaders are born not made
- Leaders are charismatic
- Leadership exists only at the top of the organization
- The leader controls, directs, prods, manipulates others

4 Characteristics Most Constituents Want From Their Leaders

- ❑ Purpose, Direction, and Meaning
- ❑ Trust
- ❑ Optimism
- ❑ Action and Results



Leadership is the key to success...



Who Are Our Nursing Informatics Leaders?



Thank You!

